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war, and that we may count on the American Library Association's support in putting this thing into the regular Army, where it will stay forever.

It is just as essential to train the soldier to be a well-educated, well-rounded citizen as it is to train the civilian. I don't mean that he is not a citizen while in the Army, but he takes eventually his other niche in the civilian population. And the soldier has just as much a right to the privileges which the American Library Association throughout the country offers to his less or more fortunate brother, as the man in long trousers has—and his sisters.

Then you folks must assist the Army in establishing, developing and carrying on schools to which may be sent certain selected non-commissioned officers and enlisted men, who should be trained to act as post librarians under the leadership of carefully selected officers. We want whatever people are now in camp work to remain as long as the emergency lasts, which will be four months after the declaration of peace, providing there are any men in those camps whom they should serve.

The salvaging of your equipment, property, etc.: You are just about (if you haven't started already) to bring back the books from the other side. I understand

they are to be assembled in New York, renovated and placed in shape for distribution wherever they are needed. It seems to me, and I admit I have not thought it out very carefully, and you folks will tell me rather than having me tell you, but it seems to me that when this work is started in the regular Army there will be one central office and one depot in each military department, so that each department may be almost independent within itself, and will distribute and exchange books sent from the department headquarters as often as is necessary. There is one if—IF we get the money. If we don't, then it will be up to you folks again. This thing has got to go on in the regular Army. It is the duty of the country, it is the duty of every one of us, to see that the boys in the regular Army have this privilege. If the War Department does not get the money to carry this thing on, then the American Library Association, as the agent of the American people, must do it. I don't know how you are going to do it; I don't know where you are going to get the money or the personnel, but that is the other horn of the dilemma, and I as confidently expect the American Library Association to solve it as I know they have solved every other problem that the War Department has ever put up to them.

LIBRARY SERVICE FOR THE PERMANENT NAVAL ESTABLISHMENT*

By COMMANDER C. B. MAYO, *Navy Department, U. S. A.*

Although I hesitate to start out with an apology, I must remind you that a sailor man is not much of a speaker, and I never in my life thought I would be in Asbury Park making a speech. The only time we have seen Asbury Park is from a destroyer out on the sea, and you know it is shallow water near the shore, and we keep away from it.

There has recently been organized in the Navy Department a new division. Its mission is "to aid constituted authority to

maintain a high morale." The wording of the appropriation from which it draws its fund is "for the health, comfort, contentment, and recreation of enlisted men of the Navy and Marine Corps." It has been my privilege to have been in at the establishment of this division. Our organization differs in some respects from that of the Army, which has as a division of the general staff, the Commission on Training Camp Activities, and the Chaplain's Corps. When we started this little

*Extemporaneous address.

division in the Navy, we thought we would get all of these people together and put them under one head, and I am only temporary head of this division. The permanent head will be a much older and wiser man, who will come in later on. I was advisory member of the commission during the war, in addition to my other duties. We have representatives of the Navy who go down to the sea in ships, chaplains, line officers, paymasters, marine officers—all come there, and we have selected the very best line officers in the Navy, and the best staff officers. I know them, because I have been detailing them all during the war; I know their records, and the best we can get we are sending around to the different cities, and in the different districts, as morale officers, and aids for morale. Their duties are what the name implies, "to aid constituted authority to maintain a high morale." The commanding officer of a station, or captain of a ship, is morale officer of that ship. His is the responsibility, and there is nothing we can do that will relieve him of that terrible responsibility, but we can help him. This has never been systematized in the Navy. We have had athletics, for instance, but we have had them in a sporadic kind of way. We have had teams, and if a man can win a place on a team, it will develop him, but if he can't do that, it will not help him. We are trying to surround the men of the Navy with a circle of good influences, and to make the uplifting influences just as powerful and just as attractive as the evil influences. We must not try to make his choice for him; Americans won't stand for that. But we can at least make the good as attractive as the evil, and the evil heretofore has been more attractive.

I suppose every speaker from the Army and the Navy has lauded the work of the American Library Association in the camps, on the ships, and overseas during the great war so happily ended. I say this, for I know that appreciation of your work is universal, unanimous, throughout the service. It is true, you have had

tangible and concrete problems to solve, and it has been for that reason easier, but your success should make you very proud and very happy. New problems are now arising. You know a great many people fear the results of prohibition, but if we can give the sailor man books, we need have no cause to fear. I think it is Bacon who says, "Reading maketh a man full"; or is it "a full man"?

This new division, this sixth morale division of which I spoke, has many problems for solution by the American Library Association, and it is to present them to you and to pray your assistance that I am here. I might say we are asking for a million-dollar appropriation for this work from the House Committee, an increase from \$150,000 to \$1,000,000. That is at the rate of one cent per man per day. For one cent per man per day you could give them all the athletics, all the motion pictures, all the amateur dramatics, instruction in social hygiene, books and magazines, take care of his home service—get his home people in closer touch with him—and do it all for one cent per man per day. It seems to be a very little, when it costs forty cents a day to feed him. The estimate was cut to \$400,000 in the House, and the Senate, I believe, is going to raise that to \$700,000. So we can get along. Of course, we cannot do all those things which are necessary, and which I believe in five years would make a new and better Navy, if gone about in a businesslike manner.

This movement is not confined to the Navy. Every large industrial organization, every business organization, is spending money and appropriating heavy sums for this purpose. America has at last awakened to the fact that workmen or enlisted men are not mere cogs; they are persons, and have personalities, and in order to get the best results from them, we have got to pay attention to their personality, and to develop it. I have been associated a great deal with naval chaplains, of late, and so you must pardon me if I resort to firstlies and secondlies.

First, the cordial coöperation which exists between the American Library Association and the Sixth Morale Division must continue always — eternally. You must forgive our mistakes and be forbearing; we are bound to make them.

Second, we ask you to salvage every book you can from those now in service, for the Navy and Marine Corps. You have done a great work, but there is still need for books and we will take anything you can give us.

Third, we ask you to advise us as to the procuring of books with Navy funds, how to get them and from whom to get them. We buy in large quantities, and your expert advice is essential. We have at present libraries of 1,100 volumes on the big ships, down to 50 or 100 volumes on the small ships, the destroyers. The libraries on the ships and in stations are now in charge of chaplains, and a chaplain also acts as librarian in this Sixth Division. I am sorry I could not bring him with me, but he is so busy he could not get off.

Fourth, we ask you to help us in this selection, and to continue your study of books for the Navy in the light of your experience of the last two years.

Fifth, we ask you to help us in standardizing the practice of the libraries in the ships and stations in matters of classification, arrangement, circulation, and so forth.

Sixth, we ask you to appoint at least one or two men to be in Washington whose sole duty it will be to advise and assist us in making the library a very live and vital force in the morale of the Navy.

We are changing the system of education in the Navy. In future it will be based on four principles:

First, it will be non-compulsory. If they

don't want education, don't give it to them. That's American stuff.

Second, it will be outside of the working hours. We work awfully hard in the Navy; some people don't believe it, because they only see us when we are in port and when we are playing. The Navy man's hours are from 5 o'clock in the morning until 5 o'clock the next morning. But if he is ambitious, he can find time outside of regular working hours, and we only want to give education to ambitious men; don't throw pearls before swine.

Third, it should be largely self-help, a system of education where the man must dig it out for himself, and that is directly along the lines in which education is given to us at the Naval Academy at Annapolis. We have very few instructors at Annapolis; we simply hear the midshipmen recite; I know, because I was there as an instructor for some time. The man has got to stand on his own legs, and must dig it out for himself.

Fourth, it will be along lines which are directly beneficial to the men in the service, to make them better sailor-men, and anything that will make men better sailor-men will make them better citizens, when they go back to civil life.

You have done a great work, but your work is not done. You have not completed your task until you have done all these things we beg of you. The war has made us all better men and better women. The country has awakened to a new citizenship. A primary duty of that citizenship is to care for its men in uniform in time of peace as well as in time of war. Don't let it be Jackie this and Jackie that, now that the guns have ceased to thunder. Help us to make the United States Navy a living force for good, an example of clean manhood to our country's hope, the youth of this generation.